

Draft- Local Plan for Public Comment

LWDA 7-Virginia Career Works

Central Region

Central Virginia Workforce Development Board

JULY 1, 2020 – JUNE 30, 2024

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Section 1: Workforce and Economic Analysis

1.1 A descriptive analysis of the regional economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

Available data from public LMI sources indicate the largest industry sector in the Central Virginia WDB/Central VA (WDA 7) is Health Care and Social Assistance, employing 17,922 workers. The next-largest sectors in the region are Manufacturing (14,353 workers) and Retail Trade (12,977). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Manufacturing (LQ = 1.68), Retail Trade (1.22), and Health Care and Social Assistance (1.17). However, most public LMI data does not include data from one of the region's largest employers, Liberty University. Because of Liberty University's IRS status, it is not required to report employment data. An October 2020 report regarding the Economic and Fiscal Contribution of Liberty University on the Lynchburg MSA and State of Virginia from Mangum Economics, Liberty University had 7987 employees during the 2018-19 fiscal year¹. Public data on the education services sector indicate there are 8376 employees in the region. When combined with the Liberty University employee numbers, there are a total of 16,363 employees in the education services sector making it the 2nd highest employment sector for Central Virginia after Health Care and Social Assistance. This is significant because there are many employees at Liberty University in high skill areas such as information technology and professional services. Visit the following link for more information on the employment and economic impact of: [Liberty University](#) Economic and Fiscal Contribution Report

Sectors in the Central Virginia WDB/Central VA (WDA 7) with the highest average wages per worker are Professional, Scientific, and Technical Services (\$74,303), Finance and Insurance (\$67,811), and Wholesale Trade (\$66,035). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Health Care and Social Assistance (+590 jobs), Real Estate and Rental and Leasing (+154), and Arts, Entertainment, and Recreation (+99).

The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +0.8% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+1,524 jobs), Educational Services (+127), and Accommodation and Food Services (+96).

¹ Report on Economic and Fiscal Contributions of Liberty University fiscal year 2018-19. 2020 Mangum Economics

Following is a list of industry sectors with historical, current and expected growth data:

NAICS	Industry	Empl	Current	LQ	5-Year History		Total Demand	10-Year Forecast			Ann % Growth
			Avg Ann Wages		Empl Change	Ann %		Exits	Transfers	Empl Growth	
62	Health Care and Social Assistance	17,922	\$47,770	1.17	590	0.7%	19,056	8,621	8,911	1,524	0.8%
31	Manufacturing	14,353	\$63,396	1.68	-166	-0.2%	13,313	5,299	9,077	-1,063	-0.8%
44	Retail Trade	12,977	\$26,934	1.22	-502	-0.8%	15,826	7,381	9,335	-889	-0.7%
61	Educational Services	8,376	\$36,208	0.98	-358	-0.8%	7,911	3,743	4,041	127	0.2%
72	Accommodation and Food Services	8,232	\$16,709	0.99	-501	-1.2%	13,469	5,920	7,454	96	0.1%
23	Construction	6,671	\$48,735	1.10	-123	-0.4%	6,371	2,321	4,160	-109	-0.2%
54	Professional, Scientific, and Technical Services	5,343	\$74,303	0.74	-134	-0.5%	4,475	1,678	2,850	-53	-0.1%
81	Other Services (except Public Administration)	5,211	\$25,963	1.15	-374	-1.4%	5,837	2,687	3,210	-60	-0.1%
56	Administrative and Support and Waste Management and Remediation Services	4,595	\$25,715	0.70	-1,025	-3.9%	5,353	2,246	3,067	39	0.1%
42	Wholesale Trade	3,313	\$66,035	0.84	-205	-1.2%	3,093	1,257	2,087	-251	-0.8%
92	Public Administration	3,268	\$43,976	0.64	60	0.4%	2,848	1,247	1,699	-98	-0.3%
52	Finance and Insurance	3,257	\$67,811	0.76	-125	-0.7%	2,852	1,122	1,849	-119	-0.4%
48	Transportation and Warehousing	2,910	\$51,530	0.59	-15	-0.1%	2,855	1,280	1,732	-157	-0.6%
71	Arts, Entertainment, and Recreation	1,557	\$19,111	0.87	99	1.3%	2,342	1,006	1,243	93	0.6%
53	Real Estate and Rental and Leasing	1,501	\$40,451	0.83	154	2.2%	1,385	669	802	-86	-0.6%
11	Agriculture, Forestry, Fishing and Hunting	1,410	\$15,556	0.99	-304	-3.8%	1,210	602	812	-204	-1.5%
55	Management of Companies and Enterprises	1,181	\$58,036	0.74	-212	-3.2%	1,063	391	670	1	0.0%
51	Information	884	\$43,249	0.43	-239	-4.7%	689	287	511	-109	-1.3%
22	Utilities	370	\$63,413	0.67	35	2.0%	291	116	204	-29	-0.8%
99	Unclassified	269	\$32,478	2.53	238	53.7%	298	127	174	-3	-0.1%
21	Mining, Quarrying, and Oil and Gas Extraction	40	\$44,668	0.10	-23	-8.6%	42	13	28	0	0.1%
Total - All Industries		103,642	\$43,545	1.00	-3,129	-0.6%	110,662	47,851	64,160	-1,350	-0.1%

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>

The largest major occupation group in the Central Virginia WDB/Central VA (WDA 7) is Office and Administrative Support Occupations, employing 12,112 workers. The next-largest occupation groups in the region are Sales and Related Occupations (10,747 workers) and Production Occupations (9,065). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Production Occupations (LQ = 1.49), Community and Social Service Occupations (1.35), and Healthcare Support Occupations (1.12).

Occupation groups in the Central VA (WDA 7) with the highest average wages per worker are Management Occupations (\$102,100), Computer and Mathematical Occupations (\$86,500), and Legal

Occupations (\$83,500). The unemployment rate in the region varied among the major groups from 1.9% among Healthcare Practitioners and Technical Occupations to 11.6% among Personal Care and Service Occupations.

Over the next 10 years, the fastest growing occupation group in the Central Virginia WDB/Central VA (WDA 7) is expected to be Healthcare Support Occupations with a +1.5% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Support Occupations (+813 jobs) and Community and Social Service Occupations (+295). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Sales and Related Occupations (14,660 jobs) and Food Preparation and Serving Related Occupations (14,356).

Potential Average Annual Occupation Gaps over 10 Years in Central Virginia WDB/Central VA (WDA 7)

SOC	Occupation	Annual Supply Gap	Current Employment 2020Q3	Annual Growth Demand	Annual Sep Demand	Total Annual Demand	Projected Employment 2030	Accumulated Supply 2030	Accumulated Demand 2030	Avg Wages
29-0000	Healthcare Practitioners and Technical Occupations	(48)	6,730	26	386	412	6,987	2,555	3,031	\$75,400
11-0000	Management Occupations	(28)	5,991	-13	499	486	5,863	3,108	3,393	\$102,100
13-0000	Business and Financial Operations Occupations	(22)	4,772	1	455	456	4,781	2,904	3,127	\$68,500
25-0000	Educational Instruction and Library Occupations	(21)	5,949	14	538	553	6,093	3,616	3,822	\$44,600
49-0000	Installation, Maintenance, and Repair Occupations	(16)	4,293	-7	415	407	4,221	2,734	2,891	\$45,800
21-0000	Community and Social Service Occupations	(16)	2,461	30	276	306	2,756	1,834	1,999	\$43,900
15-0000	Computer and Mathematical Occupations	(14)	2,103	7	155	162	2,170	981	1,119	\$86,500
31-0000	Healthcare Support Occupations	(13)	5,186	81	677	758	5,999	4,507	4,633	\$26,700

Potential Average Annual Occupation Gaps over 10 Years in Central Virginia WDB/Central VA (WDA 7)

SOC	Occupation	Annual Supply Gap	Current Employment 2020Q3	Annual Growth Demand	Annual Sep Demand	Total Annual Demand	Projected Employment 2030	Accumulated Supply 2030	Accumulated Demand 2030	Avg Wages
47-0000	Construction and Extraction Occupations	(13)	5,151	-5	566	561	5,099	3,574	3,702	\$39,200
17-0000	Architecture and Engineering Occupations	(7)	1,966	-6	153	147	1,904	982	1,051	\$80,100
19-0000	Life, Physical, and Social Science Occupations	(3)	616	1	56	57	624	348	378	\$69,100
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	(3)	1,679	-5	182	177	1,634	1,096	1,130	\$53,700
23-0000	Legal Occupations	0	518	0	35	35	517	246	246	\$83,600
37-0000	Building and Grounds Cleaning and Maintenance Occupations	0	3,312	6	435	441	3,373	2,809	2,809	\$26,400
33-0000	Protective Service Occupations	0	1,684	-4	172	168	1,645	1,141	1,144	\$40,600
45-0000	Farming, Fishing, and Forestry Occupations	3	360	-5	54	50	314	333	304	\$36,000
39-0000	Personal Care and Service Occupations	8	2,668	10	411	421	2,771	2,624	2,540	\$25,400
53-0000	Transportation and Material Moving Occupations	9	8,009	-22	995	973	7,786	6,539	6,445	\$32,900
51-0000	Production Occupations	24	9,065	-81	996	916	8,260	6,842	6,602	\$40,200
43-0000	Office and Administrative	28	12,112	-103	1,353	1,251	11,085	9,070	8,786	\$35,300

Potential Average Annual Occupation Gaps over 10 Years in Central Virginia WDB/Central VA (WDA 7)

SOC	Occupation	Annual Supply Gap	Current Employment 2020Q3	Annual Growth Demand	Annual Sep Demand	Total Annual Demand	Projected Employment 2030	Accumulated Supply 2030	Accumulated Demand 2030	Avg Wages
	Support Occupations									
41-0000	Sales and Related Occupations	64	10,747	-82	1,466	1,384	9,931	9,921	9,281	\$35,900
35-0000	Food Preparation and Serving Related Occupations	67	8,269	21	1,436	1,457	8,479	9,335	8,667	\$22,600

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3. Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>

1.2 A descriptive analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)] As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of this section. Local areas are encouraged to utilize regional economic development strategic plans in the identification and prioritization of industry sectors.

A Comprehensive Economic Development Strategy (CEDS) for the region, and a Target Sector Analysis was completed in the fall of 2016 through the Central Virginia Planning District and Lynchburg Regional Business Alliance. The analysis identified the following five target sectors: food and beverage manufacturing; steel and metals manufacturing; nuclear technology; wireless infrastructure and communication; and financial and business support services. Based on local economic conditions in health care and higher education, five potential long-term, niche opportunities were also identified: nuclear medicine; alternative energy; cybersecurity; unmanned aircraft systems; and educational technology.

Expected growth rates for occupations vary by the education and training required. Occupations typically requiring a postgraduate degree are expected to grow 0.6% per year, those requiring a bachelor's degree are forecast to grow 0.2% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.1% per year.

(*Additional information on this topic may be found on the Local Plan section of the CVWDB website)

1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

The population in the Central Virginia WDB/Central VA (WDA 7) was 260,668 per American Community Survey data for 2014-2018. The region has a civilian labor force of 127,845 with a participation rate of 59.4%. Of individuals 25 to 64 in the Central Virginia WDB/Central VA (WDA 7), 29.1% have a bachelor's degree or higher which compares with 32.9% in the nation. The median household income in the Central Virginia WDB/Central VA (WDA 7) is \$52,070 and the median house value is \$171,919.

Educational Attainment, Age 25-64	CVA	VA	US	CVA	VA	US
No High School Diploma	9.3%	9.0%	11.2%	11,791	405,359	18,885,967
High School Graduate	29.6%	23.0%	25.8%	37,637	1,034,503	43,699,272
Some College, No Degree	22.4%	19.7%	21.0%	28,523	887,389	35,525,113
Associate degree	9.6%	8.2%	9.1%	12,204	367,830	15,389,737
Bachelor's Degree	18.5%	23.3%	20.8%	23,495	1,047,916	35,261,652
Postgraduate Degree	10.6%	16.8%	12.1%	13,450	757,109	20,445,749
Individuals with Potential Barriers to Employment	CVA	VA	US	CVA	VA	US
Poverty Level (of all people) ⁵	14.1%	10.9%	14.1%	35,068	893,580	44,257,979
Households Receiving Food Stamps/SNAP	10.5%	8.7%	12.2%	10,506	271,719	14,635,287
Enrolled in Grade 12 (% of total population)	1.2%	1.3%	1.4%	3,159	112,294	4,442,295
Disconnected Youth ^{3,5}	1.3%	1.6%	2.6%	227	7,060	438,452
Children in Single Parent Families (% of all children) ⁵	35.0%	31.0%	34.3%	17,101	550,092	23,973,249
Uninsured	9.1%	9.2%	9.4%	23,561	755,739	29,752,767
With a Disability, Age 18-64 ⁵	11.7%	9.4%	10.3%	18,786	483,606	20,240,504
With a Disability, Age 18-64, Labor Force Participation Rate and Size ⁵	36.3%	44.2%	41.6%	6,825	213,635	8,421,018
Foreign Born	3.5%	12.3%	13.5%	9,070	1,038,160	43,539,499
Speak English Less Than Very Well (population 5 yrs and over)	1.5%	5.9%	8.5%	3,693	464,606	25,647,781

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>

1.4 An analysis of the workforce development activities (including education and training) in the region to address the identified education and skill needs of the workforce and the employment needs of employers in the region [WIOA Sec. 108(b)(1)(D)]

The CVWDB convenes a regional Talent Solutions Team at least quarterly and at other times as needed to address sector strategy/career pathway development and to meet specific employer issues. The team is comprised of designated staff from all WIOA programs, all area school systems, colleges, universities and employment providers within the service area. The Talent Solutions Team meetings provide a way to share information, resources, and coordinate sector or employer specific

workforce strategies. The LWDA Area 7 is also developing a Business Services Unit specific to WIOA mandated partners that will meet monthly to address local jobseeker and employer needs that can be addressed through WIOA programs. Members of the Talent Solutions Team are providing guidance to develop a web-based and mobile app career platform that will provide virtual career exploration in high demand occupations with regional employers. Discussions have occurred with the VCCS VA Wizard team about connecting the platform in a way that utilizes the Wizard Tools and resources to connect with local employer information through the new platform. This platform will serve as a connector between employers, education and training providers for work-based learning opportunities and employment.

Central Virginia Community College is preparing to launch a regional technical academy in partnership with all the area school systems with a focus on both dual enrollment and adult enrollment to prepare the workforce for high demand technical occupations. The Regional Technical Academy will be closely linked to the VCCS G3 initiative being planned for the coming years. Dual-enrollment arrangements with the local community college enable area students to pursue advanced studies and training while still in high school. Adding to this benchmark, surrounding regional schools share this same understanding and passion of the necessary framework needed to consistently produce students who become productive and contributing residents.

The Central Virginia Governor's School for Science and Technology has become a model for others of its type with a mission of providing a dynamic educational community exploring the connections among mathematics, science and technology. The Governor's School provides talent development for the next generations of researchers and scientists. Another option for students looking to accelerate their learning process, the XLR8 STEM Academy was created as a partnership between Central Virginia WDB development organizations, area schools and businesses, such as Framatome, BWXT, Delta Star and Centra. The hope for the XLR8 STEM Academy, is for students to begin thinking about STEM early and that they will be interested in technical careers in the future, such as machining, engineering and quality control. Central Virginia Community College (CVCC) provides dual-enrollment credits to students and houses the program. Also, the region's selection of private schools uniquely provide education ranging from a classical education with the essential elements of our culture and values, to a faith-based education curriculum. Private school enrollment regionally reaches 3,500+ students from Pre-K through 12th grade. The thousands of students graduating from secondary schools every year make a wonderful—and talented— addition to our workforce. In efforts to make that workforce more robust, institutions like Virginia Technical Institute (VTI) and Central Virginia Community College (CVCC) provides classroom and hands-on training in a variety of trade fields including electrical, plumbing, heating and air, welding, carpentry, masonry, multi-craft industrial maintenance, project management, manufacturing, health-care and other high demand areas. The Central Virginia WDB area is home to many competitive and highly ranked two- and four-year colleges and universities. These colleges include Central Virginia Community College, Liberty University, Lynchburg College, Sweet Briar College, Randolph College and Virginia University of Lynchburg. Together, these post-secondary schools enroll approximately 25,000 students on their campus-based programs. Liberty University has over 80,000 students enrolled in on-line courses.

1.5 An analysis of the strengths and weaknesses of the workforce development activities identified in 1.4 and the capacity to provide these services [WIOA Sec. 108(b)(1)(D)]

The current COVID-19 pandemic has forced educators, businesses and workforce development organizations to find creative ways for career exploration, training and employment recruiting. The virtual platform under development will provide a way to connect learners, job seekers and employers within the region. The platform addresses the challenges of in-person career expos, job fairs and in-person interviews. A key challenge with the new platform is finding a model that all education and workforce providers can use with minimal duplication. Many school systems throughout the region are using a variety of platforms and student management systems and will have to make decisions how they will participate with the regional platform. One of the most significant challenges facing our workforce system is the Virginia Workforce Connect System developed by GeoSolutions. A large majority of employers in the CVWDA area describe their interactions with the system as frustrating and too cumbersome to use and prefer to use other recruiting tools. The VAWC consistently has little employer use and engagement when compared with the large number of employers in the region.

1.6 Describe and assess the type and availability of youth workforce investment activities in the local area including activities for youth with disabilities, which must include an identification of successful models of such activities. Please include:

- The CVWDB has contracted with HumanKind to operate the WIOA Title I youth program in LWDA 7. This workforce area is fortunate to have strong working relationships with DARS, Job Corp (Old Dominion Job Corp-Amherst County), Adult Education, Departments of Social Services and local school systems. Many youths are co-enrolled with both DARS and Job Corp as appropriate. The CVWDB is fortunate to have shared funded positions in two localities with the school system, social services or the local government. The shared positions provide greater coordination and better outcomes for youth. HumanKind has a service delivery strategy that addresses all WIOA elements (available on CVWDB local plan webpage)
- Through funding from GO VA, the CVWDB has worked closely with Lynchburg Regional Business Alliance, all school systems, local Chambers of Commerce and businesses to develop a hands-on career expo. With the COVID-19 pandemic, the CVWDB has been allowed to use GO VA funds to develop a website and mobile app for virtual career exploration for all area school systems as well as adult job seekers. These resources are expected to be available by Fall 2021.

1.7 Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area, including:

- ***Access to and delivery of career services (basic, individualized, and follow-up)***
- ***The area's definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals***

The area's definition of hard-to-serve populations with additional barriers to employment

HumanKind is the program operator for adult and dislocated worker employment and training services and has a well-developed plan to serve adult and dislocated workers. Service delivery focuses on engaging potential adult participants through active relationships with key partners in the community such as food banks, community centers, departments of Social Services, libraries or home visits if necessary. The CVWDB follows the WIOA guidance that prioritizes the following hard to serve populations with barriers to employment: Public assistance recipients, homeless individuals, foster children, veterans, justice involved individuals as well as customers with basic skills deficiencies and individuals with a disability.

For the CVWDB, self-sufficiency is defined as employment that pays at least 100% of the Lower Living Standard Income Level; self-sufficiency for a dislocated worker may be defined in relation to a percentage of the layoff wage. The 70% Lower Living Standard Income Level appropriate to the applicant's place of residence is used to determine eligibility, where appropriate.

Section 2: Strategic Vision and Goals

2.1 Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). The goals should relate to the performance accountability measures based on primary indicators of performance (found here: <https://www.dol.gov/agencies/eta/performance/performance-indicators>) to support regional economic growth and economic self-sufficiency [WIOA Sec. 108(b)(1)(E)]

The WDB in the Central Region is committed to preparing an educated and skilled workforce, as articulated in the Board's vision: ***A customer-focused workforce system that supports regional prosperity through efficiently developing the talents of individuals to meet the employment needs of our region.***

The Central Region's mission is ***to provide the primary connection between our two customers—businesses and jobseekers—ensuring demand is met with a highly-qualified supply of applicants.***

Our strategic priorities over the next 18 months are to:

- Increase and strengthen coordination and collaboration among all the organizations involved in the delivery of workforce services.
- Develop initiatives to quickly retrain and retool people who have lost jobs that may not return.
- Create a collective impact strategy to influence access to broadband for learning, work, business growth, and customer engagement across the region.
- Create more robust and comprehensive marketing channels to build awareness of all the workforce services available to expand the WDB's reach.

These priorities are supported by the following 3 strategic goals:

STRATEGIC GOAL 1:	Leverage Target Sector-Based Partnerships to Position Career Pathways from K-12 Education through Employment
STRATEGIC GOAL 2:	Enrich and Expand the Workforce System Through Technologies that Streamline Customer Service Experiences
STRATEGIC GOAL 3:	Act as the Organizational Catalyst to the Regional Workforce System

These goals relate to the performance accountability measures based on primary indicators of performance in the following manner:

Entered Employment at the 2nd and 4th quarters. Our first strategic goal and the strategies we have identified to carry out the goal include developing and promoting career pathways in the WDB's targeted industries. Within goal 2, one of the key strategies is to develop and deliver workforce services to underemployed and underserved populations to expand the talent pipeline. This strategy includes providing the support individuals need to stay engaged in participating in services. Implementation of these goals and set of strategies are designed to ensure that individuals will still be working at the 2nd and 4th quarter after they exit our program.

Median Earnings. Strategic Goal 1 is to leverage sector-based partnerships in our targeted industries to position career pathways from K-12 to employment. One of the outcome measures set for this goal was to increase the number of individuals obtaining jobs at a self or family sustaining wage. One of our key strategies is to meet regularly with individuals in the region who are responsible for economic development to align the region's economic development efforts with the workforce development system. We conducted focus groups with businesses as part of our strategic planning process. Retaining workers was a key challenge they identified as well as keeping wages competitive to attract a qualified workforce. The businesses we interviewed understand that wages impact retention, both of which were identified as key challenges. Placing individuals in jobs that are on a pathway and working with employers on competitive wages are all designed to increase earnings of jobseekers.

Credential Attainment. Within the strategic goal to develop career pathways and with the strategy to develop and promote career pathways in targeted industries, in conjunction with the Business Solutions Team's work with employers in the WDB's targeted industries (see below), we will continuously identify the industry recognized credentials required. One of the outcome measures we will track for this goal is whether we increase the number of businesses that report that the workforce system consistently supplies the talent they need.

Measurable Skill Gains. Within the WDB's strategic goal 2, a key strategy is to develop a coordinated and accessible infrastructure to connect individuals to training opportunities that are designed to develop the essential workplace skills required for work. These programs will be designed to focus not only on technical skills, but also to develop essential workplace skills aligned to what the region's employers told us about the 'skills gap'. In our interviews, all the employers described essential skills that new workers are lacking. With intensive service delivery focused on these skills across multiple partners, and with integration of these skills in academic and technical curriculum, this goal supports skill gains among participants.

Effectiveness in Serving Employers. As mentioned above, we conducted focus groups with employers as part of our environment scan for developing the strategic plan. Our efforts in strategic goal 3, to meet regularly with economic development to forecast the talent needs of companies coming to the area and forthcoming openings in existing companies as well as our efforts in building career pathways are all focused on helping employers meet their current and future workforce needs. One of our outcome measures for the strategic goals is to increase the business customer's satisfaction. This metric will help us to continuously measure our effectiveness.

Our Talent Solutions Team will continue to work on establishing and sustaining relationships with employers through convening groups of employers in the Central Region's targeted industries.

2.2 Describe how the local board's strategic vision and goals will support the strategies identified in the Virginia Combined State Plan (found here: <https://virginiacareerworks.com>).

2.3 Describe how the local board's vision and goals align with and/or supports the vision of the Virginia Board of Workforce Development (VBWD) (found here: <https://virginiacareerworks.com>).

The VBWD approved their 2020-2023 Strategic Plan in September 2020.

The vision of the VBWD is that *every Virginian, regardless of the barriers they face, has equitable access to tools and opportunities leading to careers that pay family-sustaining wages, and every business has access to a highly skilled workforce.*

As stated above, the Central Region WDB's vision is ***a customer-focused workforce system that supports regional prosperity through efficiently developing the talents of individuals to meet the employment needs of our region.***

Our goals are focused on identifying, recruiting, supporting, and providing services to sustain a talent pipeline for the Central Region WDB's targeted industries and to focus on efforts to forecast talent needs to support employers in the short and long term. Through these goals we will align training and needed supports to help jobseekers. We are committed to design methods to reach out to underserved and underemployed populations and to individuals in sectors with job losses to promote new training and job opportunities. Our goals are designed to build awareness of the workforce system's services available to job seekers and businesses, to create and sustain a talent pipeline for the short and long term, and to build the essential skills individuals need to enter and succeed in the workplace. These efforts are designed to provide businesses with access to a highly skilled workforce, specifically in high demand industries and occupations that provide individuals an opportunity to move along a career pathway and to obtain family sustaining wages.

2.4 Taking into account the analyses described in 1.1 through 2.3, describe a strategy to work with the entities that carry out the core programs and required partners to align resources available to the local areas to achieve the local board's strategic vision and goals. [WIOA Sec. 108(b)(1)(F)]

Each strategic goal identified in our strategic plan has a set of identified key strategies. Our approach to working with our partners to align resources to carry out these strategies is to work through our board committees, partners, and the Business Services Unit. The partners meet regularly as will the Business Services Unit. Implementation of specific strategies will be assigned to each when our Action Plan is completed in early May. Each of these strategies will require investigation by the partners on how to align resources to ensure effective implementation across the workforce system.

Example strategies found in our plan that will be implemented through these teams include:

- Develop and promote career pathways in targeted industries through the current career pathway platform.
- Continue to utilize the Career Guide for Worlds of Opportunity and create additional resources for area high school students and their parents where businesses provide labor market information about jobs and careers available that do not require a 4-year college degree.
- Continue to build strong linkages with public and private education and training institutions (e.g., K-12, trade schools, industry association training programs, apprenticeships, and community colleges) to align programming with career pathways and future labor market demand.
- Develop a coordinated and accessible infrastructure to connect individuals to the training

opportunities to develop the essential workplace readiness skills² required for work.

- Develop and deliver workforce services and supports to individuals who are underemployed³, unemployed, and underserved to expand the talent pipeline of youth and adults.
- Ensure cultural responsiveness in how services are designed and delivered.
- Meet regularly with individuals in the region who are responsible for economic development to align the region's economic development efforts with the workforce development system.
- Examine current targeted industry sectors⁴ within the context of labor market changes due to COVID and revise if needed.
- Continue to engage the libraries across the region to provide access to workforce services.
- Continue the initiative with the Life Skills Institute at Parkview Mission and expand throughout the region.

2.4 Describe the local board strategic plan designed to combine public and private resources to support sector strategies, career pathways, and career readiness skills development. Such initiatives shall include or address:

- ***Regional vision for workforce development***
- ***Protocols for planning workforce strategies that anticipate industry needs***
- ***Needs of incumbent and underemployed workers in the region***
- ***Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships***
- ***Setting of standards and metrics for operational delivery***
- ***Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system***
- ***Generation of new sources of funding to support workforce development in the region***

Adherence to this guidance will satisfy the LWDB's responsibility to prepare a demand plan for the initial year of this local plan, as required in the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(E).

Our strategic plan is designed to support sector strategies aligned with our economic development partners, career pathways development, and career readiness skills development. The development of our plan was fueled by the question, *what are the strategic challenges that the workforce system is likely to face over the next eighteen months?* Many strategic challenges were identified through our environmental scan. The most prevalent were:

- Reaching out to the businesses community to ensure training and talent development meets their needs and sustaining the talent pipeline.
- Lack of access to broadband limits educational opportunities, business growth, customer engagement, and workforce mobility.
- Limited or no access to broadband has accelerated the equity gap.
- Building awareness of all the workforce resources available and how to get people to them.
- Increasing coordination among all the providers.

² Workplace readiness skills ensure workers have the basic academic, critical thinking and personal skills necessary to maintain employment.

³ For the purposes of this plan, the underemployed are defined as the Virginia 2020 ALICE Report defines them: an acronym for Asset Limited, Income Constrained, Employed. ALICE represents 'the growing number of households in our communities that do not earn enough to afford basic necessities'.

⁴ WDB's current targeted sectors are Health Care, Manufacturing, and Construction.

- Adjusting the workforce system to the long-term industry changes COVID has/will impact such as the hospitality industry, business travel etc.

The strategic direction, goals and strategies included in this plan are a response to our understanding of what our customers value most about the workforce system, and current opportunities and challenges for offering a high-quality system of talent development to the area's businesses. The strategic plan is a broad road map and there is still much to be determined relative to implementation. The document is the framework to continue our growth and ensure the sustainability of our high-performance, customer-focused organization that continues to benefit all stakeholders, our customers, our partners, and the community.

With the shifting environment due to the pandemic of 2020, the board decided that developing a strategy for the next 3-years would not maintain relevancy. Instead, the Central Region's plan has a time horizon of eighteen months, through June of 2022. It is the product of intensive discussions by the Strategic Planning Committee members and feedback from a variety of businesses, partners, jobseekers, and staff.

One of our key operating principles is to align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission. **Within this context we describe below how our goals and strategies initially address the initiatives.**

1. Regional vision for workforce development

As identified in other parts of this section, we envision *a customer-focused workforce system that supports regional prosperity through efficiently developing the talents of individuals to meet the employment needs of our region*. Our region is made up of subregions with differing needs. However, we have all agreed that this is a collective vision for the entire region.

2. Protocols for planning workforce strategies that anticipate industry needs

One of the key roles the board defined for itself in our strategic plan is to act as a convener of business and industry with education and training providers. Several strategies in our strategic plan address engaging businesses to be able to anticipate their needs, including:

- Develop and promote career pathways in targeted industries through the current career pathway platform.
- Continue to utilize the Career Guide for Worlds of Opportunity and create additional resources for area high school students and their parents where businesses provide labor market information about jobs and careers available that do not require a 4-year college degree.
- Continue to build strong linkages with public and private education and training institutions (e.g., K-12, trade schools, industry association training programs, apprenticeships, and community colleges) to align programming with career pathways and future labor market demand.
- Meet regularly with individuals in the region who are responsible for economic development to align the region's economic development efforts with the workforce development system.
- Examine current targeted industry sectors⁵ within the context of labor market changes due to COVID and revise if needed.

Our Talent Solutions Team has developed and implemented methods and protocols to anticipate industry needs. These include regular meetings with businesses having similar needs within our targeted

⁵ WDB's current targeted sectors are Health Care, Manufacturing, and Construction.

industries, and regularly scheduled targeted recruitments based on feedback from businesses on what they need.

We plan to hold ourselves accountable through a set of measures and metrics articulated in our strategic plan. Three of those will help us determine if we are being responsive to the current and future needs of business and industry. These outcomes are:

- Increase the number of businesses that report that the workforce system consistently supplies the talent they need.
- Economic development forecasts have been identified for the region and for the sub-regions and have been prioritized.
- Partners have been convened and 2 new training programs have been developed to meet the forecasted needs.

3. Needs of incumbent and underemployed workers in the region

As noted in multiple sections of this document, a key strategy within our strategic goal 2 is to *develop and deliver workforce services and supports to individuals who are underemployed, unemployed, and underserved to expand the talent pipeline of youth and adults*. We have relied on the data contained in the ALICE Report produced by the United Way to develop an understanding of those who are underemployed and underrepresented in the labor market in our region and their needs. Through the implementation of this strategy, we would expect to increase the number of individuals obtaining jobs within the targeted industries. To accomplish this, one of our tactical actions will include connecting individuals to training and support services that is responsive to their diverse experience and needs.

Implementation of this key strategy requires working with all partners and aligning resources to address issues such as childcare, transportation, mental health services, health services, and opportunities for exposure (particularly youth) to different life and work experiences.

4. Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships

The CVWDB's Business engagement and outreach coordinator in partnership with partner organizations is developing an outreach and awareness plan that will increase focus on work-based learning and employment with area employers. A virtual career platform is under development that will share local employer career information and allow recruitment from area schools and employment organization providers.

5. Setting of standards and metrics for operational delivery

The Central Region's strategic plan has outcome measures for each of the 3 goals. The board plans to engage in the development of an Action Plan, to be completed by September 2021. That plan will finalize the measures found in our plan and develop the metrics for operational service delivery to support the outcomes of the strategy. The strategic plan measures have been identified. Metrics, represented by an X where appropriate, are still in development.

- Increase the number of individuals obtaining jobs at a self or family sustaining wage by 5% (or by X number).
- Increase the number of businesses that report that the workforce system consistently supplies the talent they need by X% (or X number).
- Increase customer satisfaction by X%.
- Access to services has increased in all the subregions of the region.

- Economic development forecasts have been identified for the region and for the sub-regions and have been prioritized.
- Partners have been convened and 2 new training programs have been developed to meet the forecasted needs.

6. Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system

One of our key operating principles is to align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission. Discussions with partners will begin to examine what resources are required to support the strategies in the plan and how to align them using tools such as the Infrastructure Sharing Agreement (IFA) and resource development strategies (see below).

7. Generation of new sources of funding to support workforce development in the region

The CVWDB has secured non WIOA funding to assist with career pathway development and also partnered with local governments and school systems for braided funding for shared career navigator positions. Additional funding for career pathways will be generated through business contributions toward the career pathway platform. We will address additional resource development as part of our action plan. Some of the strategies we identify may include:

- Joint proposal submissions with partner agencies for foundation and corporate funding, with the WDB serving as the fiscal agent for a collaborative initiative.
- Enhancing social media fundraising strategies.

Section 3: Local Area Partnerships and Investment Strategies

Please try to answer the questions in Section 3 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

3.1 Provide a description of the workforce development system in the local area that identifies:

- ***The programs that are included in that system***
- ***How the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006***
- ***How the local board coordinates and interacts with Chief Elected Officials (CEO)***

The Partner providers of the Central Virginia Workforce Development Board Workforce System are a valuable resource in the delivery of the Workforce Innovation and Opportunity Act (WIOA) services throughout the region. The Partners' goals are to provide innovative, customer-focused workforce solutions delivered within the CVWDB Workforce System by a collaborative network of professional providers. CVWDB (WDA area 7) employers, jobseekers and workers will have access to career and employment resources, consultation, information, education, training, development and recruitment services. Partners have monthly leadership team meetings facilitated by the One Stop Operator. All partners include career and technical education representatives from area school systems are a part of the regional Talent Solutions Team that is designed to gather career information from area employers and utilize sector strategies to build career pathways that connect job seeker with employment.

Following is a list of partner organizations
Partners

Program	Partner Organization	Authorization/Category
Vocational Rehabilitation	Department for Aging & Rehabilitative Services (DARS)	WIOA Title IV
Adult Education and Literacy	Adult and Career Education of Central Virginia	WIOA Title II
Adult/Dislocated Worker	HumanKind	WIOA Title I
Youth	HumanKind	WIOA Title I
Post-secondary Education	Central Virginia Community College	Post-secondary Perkins
<ul style="list-style-type: none"> • Wagner Peyser • Migrant and seasonal farmworker programs • Veterans Programs • RESEA • Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law); 	Virginia Employment Commission	WIOA -Title III
Job Corps	Odle Management Group	WIOA Title I
Deaf and Hard of Hearing Services	Deaf and Hard of Hearing Services Center	Telecommunications Assistance Program (TAP)
Senior Community Services Employment Program	Goodwill Industries of the Valleys	Title V of the Older Americans Act of 1965
TANF/ VIEW/SNAP	Counties of Amherst, Appomattox, Bedford, Campbell County Schools and the City of Lynchburg	Social Security Act, Part A of Title IV

	Departments of Social Services	
Virginia Cares & Center of Employment Training	Lynchburg Community Action	Second Chance Act of 2007 (42 U.S.C. 17532) Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901)
Secondary Perkins	Counties of Amherst, Appomattox, Bedford, Campbell County Schools and the City of Lynchburg Schools	

The CVWDB meets with the Central Virginia Council of Elected Officials (CEO Consortium) to approve new members, strategic and local plans as well as the budget. New CEO members are provided an orientation and introduction to the Workforce system and encouraged to nominate board new board members from their respective areas. At least once annually, presentations are made to the full body of elected officials from each locality by the CVWDB Executive Director and the CVPDC Executive Director. CEO members are invited to participate in quarterly board meetings and are included on workforce newsletters.

3.2 Describe strategies and services that will be used in the local area to:

- ***Facilitate engagement of employers, including small employers and employers in in-demand sectors and occupations, in workforce development programs***
- ***Support a local workforce development system that meets the needs of businesses in the local area***
- ***Better coordinate workforce development programs and economic development***
- ***Strengthen linkages between the one-stop delivery system and unemployment insurance programs***

These strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in 2.1.

The local board generally serves as the “regional convener” and each regional convener shall develop, in collaboration with other workforce development entities in the region, a local plan for employer engagement. VBWD Policy No.13-01 Business Service Requirements for Local Workforce Investment Areas outlines the role and requirements of Local Workforce Areas and Virginia Workforce Centers in providing services to business customers and presents required actions by the LWDA in regard to implementation of business services to enhance the business customer’s outcomes and satisfaction with the workforce system through Business Services Teams.

Combined with 3.3 below

3.3 Describe how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region) and promote entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5)]

The CVWDB Talent Solutions Team is composed of economic developers from Amherst, Appomattox, Campbell, Altavista, Lynchburg, and Bedford (RED Team) who choose to participate along with all the workforce partner organizations, area school systems, colleges and universities. The Talent Solutions Team's primary role is addressing employment sector challenges and building career pathways to meet talent needs. The Talent Solutions Team is developing a Business Services Unit comprised of WIOA mandated partners including the Virginia Employment Commission and UI services. Business engagement efforts continuously focus on how to reach into the pool of UI recipients as a recruiting pool for area employers.

The CVWDB has strong interest in entrepreneurial enterprise and support the efforts of the Small Business Development Center located within the Lynchburg Regional Business Alliance and other initiatives throughout the region that support entrepreneurship. The CVWDB has made available youth entrepreneurial curriculum from Virginia Cooperative Extension as one of the strategies addressing 14 Youth Elements on Entrepreneurship. Additionally, CVWDB is a member of the Rural Workforce Innovation Network and will be developing additional partnerships with the SBDC, economic development and other community partners to encourage entrepreneurship in both urban and very rural areas.

3.4 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

(combined with 3.5 below)

3.5 Describe how the local board will collaborate on local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services.

The Talent Solutions Team helps identify needed programs and coordinate training activities to meet the employer needs. CVCC, a key workforce partner and member of the Talent Solutions Team, is preparing to launch a Regional Technical Academy in the fall of 2021 that will engage the area secondary school systems as well as adult education providers in training initiatives to meet high demand occupations in the region. The CVWDB staff will work closely with CVCC to support this initiative and help connect businesses to the workforce system. WIOA Title I programs are currently engaged with CVCC in several fast-track training programs in healthcare and manufacturing and frequently pilots' new initiatives with special populations with CVCC. Additionally, the virtual career platform under development will serve, all WIOA Title I career seekers as well as secondary and post-secondary education.

3.6 Describe how the local board will coordinate workforce investment activities in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. [WIOA Sec. 108(b)(11)]

The CVWDB staff are employees of the Central Virginia Planning District Commission which is responsible

for coordinating regional transportation issues. The partnership allows regular collaboration with programs such as Ride Solutions that is focused on workforce transportation needs and continually looking at special initiatives or grants to create better transportation options. HumanKind, our region's One Stop Operator also manages "Ways to Work" a special loan program that includes financial counseling for individuals who have been through challenging circumstances and need to secure a vehicle for employment.

3.7 Describe the plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services. [WIOA Sec. 108(b)(12)]

During the COVID-19 Pandemic, the CVWDB entered a MOU to add additional staff to support job seekers and employers. This has allowed the CVWDB to better understand and support WP activities and consider ways that they may be better integrated with the workforce system. Given the increased flexibility for administering WP services now allowed under WIOA, now may be a good time to consider allowing local workforce areas to become more involved with administering additional components of WP in partnership with the VEC. One of the most frequently heard complaints from business customers is frustration with utilizing the Virginia Workforce Connect (VAWC) system for job posting and screening. Job seeker customers also have significant challenges navigating the VAWC to develop resumes and conduct independent job search. Addressing the Wagner Peyser administration and VAWC frustrations is one of the most critical elements needed to improve service delivery in the local area.

3.8 Describe how the local board will coordinate workforce investment activities in the local area with the provision of adult education and literacy activities, including a description of how the local board will carry out the review of local applications. [WIOA Sec. 108(b)(13)]

The CVWDB works closely with ACE of Central Virginia to deliver services to Title I customers. This involves shared funding for advertising and outreach as well as jointly engaging with grant funded initiatives with the Title I operator and other community partners such as libraries and the community college. The CVWDB will work with ACE on a pre-apprenticeship program soon and expand on IET programs throughout the region. We will continue to support and help participants transition into postsecondary education/training or the workplace. CVWDB staff as well as the Operations and Performance Committee are given the opportunity to review the Adult Ed operator proposals and make recommendations to the review team.

3.9 Describe how the local plan shall:

- ***Specify the policies and protocols to be followed by all the region's workforce development entities when engaging the region's employers***
- ***Address how the region's workforce entities will involve employers in the formation of new workforce development activities***
- ***Identify what activities will be undertaken to address employers' specific workforce needs***

The CVWDB organized and facilitates the Central Virginia Talent Solutions Team CVTST, a collaborative effort of workforce organizations that support business growth. The goal of the CVTST is to provide a consistent level of information and service delivery to help employers grow and stay competitive. This cohesive response to meet employer needs supports the "no wrong door" approach. Whenever an employer contacts any of our team partners, that individual or organization will either provide assistance

or referral to another partner better able to serve the needs. The VA Career Works Lynchburg Center is a gateway for employers in the area to gain access to a variety of employment and training services.

The following services are available through board staff, or through referral to our many partners, to assist businesses with workforce related needs such as recruitment, hiring and training:

Communication, Coordination:

- Streamlined contact funnel for workforce needs- one call, an entire team behind the scenes
- Timely information on programs and resources

Employment Sector Strategy and Career Pathway Development

- Develop Career Pathways to “fill the pipeline” of future workers for area employers
- Employer-sponsored internships for high school students
- Intensive, short-term training which leads to nationally recognized credentials to help individuals improve skills to start a new career and/or improve current career

Workforce Recruitment & Marketing

- Assistance with Job Fairs
- Pre-screening for eligible candidates
- Referrals for your job openings
- Interview space and business equipment
- Innovative recruitment strategies
- Assistance with online recruiting
- Assistance with web, social media and video material to market and recruit prospective employees in high demand sectors
- Promotion for job openings through social media

Workforce Training

- Resources & referrals to organizations that train and educate existing workers as well as customized training and education
- On-the job training to reduce your job creation cost
- GED, Adult basic literacy or English as a second language classes
- Assessment of current workforce
- Incumbent worker training for advancing education, certification and credentialing
- Industry-specific customized training
- Executive coaching and consulting services
- Registered apprenticeship programs
- Internships
- Small business and entrepreneurial advising and group education

Data & Analytics

- Assist in data collection
- Labor Market Information
- Sector strategies and best practices to assist in securing workforce in our high demand occupations

Funding

- Information on tax incentives

- Training funds and incentive-based employee placement
- Tuition assistance and resources

The single point of contact is the Business Engagement and Outreach Coordinator with the CVWDB.
See Attachment A for communication flow

In 2019, the CVWDB amended bylaws to include a Talent Solutions Standing Committee that will guide the work of the Talent Solutions Team (TST) and will be responsible for driving sector strategies within our region, providing local employers with human resource solutions and identifying methods to shrink regional skills gaps. The team is designed to ensure that a comprehensive array of services is provided to businesses to maximize the efficiency and expertise of the system partners. When employers identify needs or projects, the Talent Solutions Team convenes and with employer input, develops an industry action team to address business needs. An action plan is developed to address employment sector strategies or to meet specific business needs such as customized training or employee recruitment events. Key members of these teams will include leaders from industry, workforce, education, and economic development, but need not be CVWDB members. IATs will be responsible for steering the development of sector partnerships that aim to address skill shortages, develop talent pipelines, and launch industry-responsive workforce initiatives across the region.

The CVWDB will *identify and recruit workforce “champions”* from targeted industries, related programs of study and/or industry advisory groups, and other system partners to drive the formation of IATs. These teams will act on behalf of the CVWDB to *engage businesses to learn about specific workforce needs*. The CVWDB will design tools for primary data gathering and analysis to validate and expand upon the findings indicated by secondary data. IATs will encourage participation by peer businesses and other stakeholders and leverage the findings from data gathering to inform the development of relevant and responsive solutions.

For example, secondary data may indicate a shortage of welders, but primary data will provide specific insights from businesses as to why such shortages may exist. A Steel and Metals IAT would be positioned to act upon this information, bolstered by diverse resources from industry, workforce, education, and economic development. In this case, potential outcomes may include the development of a customized training program co-designed by educators and businesses, the integration of a specific type of welding application into a current program, or a group of businesses agreeing to host work experiences to attract future workers.

IATs will be empowered by the CVWDB to perform “best practices” research seeking to discover models of industry-led workforce development that have experienced successful outcomes elsewhere across the globe. Aspects of successful models may be woven into the design and development of regional initiatives. Our intent is to design and pilot industry-led workforce initiatives that flow out of the workforce needs of targeted industries.

For example, if our Steel and Metals IAT discovers that disproportionately high rates of retirement from key occupations is hampering productivity and growth, then it may be determined that attracting younger workers to careers in steel and metals industries is one priority to be translated into an initiative. A possible initiative might be to develop an industry cohort training model with small groups of young adults to expose them to the real world of work in steel and metals, measure their skills and aptitudes, link them to an industry mentor, simulate the work environment, etc. Once a worker’s interest is

affirmed, the CVWDB may support their entry into the appropriate training and education (work-based, postsecondary, or both) that prepares them to launch their career in steel and metals.

Ultimately, we aim to have a dedicated IAT serving each target sector and uniting around the needs of regional industries while leveraging the resources of workforce system partners. Successful models from earlier pilots will be replicated to meet the needs of these industries (and vice-versa over time). As the intermediary for the region's workforce system, the CVWDB will be responsible for catalyzing the formation of IATs, measuring the effectiveness of interventions, and working with IATs to improve. Moreover, the CVWDB will be responsible for casting a wide net to recruit partners to scale up and sustain the work of IATs, and exchange best practices with other regions through its network of peers across Virginia and the U.S.

3.10 Describe how the direction given by the Governor and the local board to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Helping individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression. WIOA, Section 1 (b) Sec. 3 Definitions, (24) Individual with a Barrier to Employment, lists thirteen specific categories of such individuals with an additional provision that allows the Governor to designate, as he deems appropriate, such other groups of people as individuals with barriers to employment. Consequently, the CVWDB is concerned with insuring that all individuals seeking assistance through the local workforce development system, and especially those with barriers are helped. Toward this end the CVWDB employs "Universal Design" principles in planning its policies, operational practices, services, and physical environments to result in improved outcomes for both their business and career seeker customers. To ensure that our job seeker customers are able to successfully compete for upwardly mobile positions that afford opportunities for career progression and lead to a middle-class standard of living, as a result of the services provided, requires that our training programs be focused on in-demand occupations in growth industries, competency based, and result in the attainment of valued, business and industry recognized credentials. This is achieved, as was noted above, by employing an industry sector approach, and utilizing career pathways that result in stackable credentials leading to employment providing family sustaining wages with benefits.

The CVWDB will identify necessary and available resources needed to act on priorities. This exercise will inform the development of an asset map and the engagement of more system partners. The CVWDB will develop action plans to close resource gaps; a critical feature of these plans will be leveraging resources from system partners to fulfill shared goals so that recipients of public assistance, other low-income individuals and individuals who have basic skills deficiencies receive appropriate priority of service.

Section 4: Program Design and Evaluation

Please try to answer the questions in Section 4 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners.

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

The CVWDB seeks to align system partners to capture and respond to the voice of all customers and stakeholders. System partners include those entities represented on our Board as well as organizations that play a role in the region's workforce system but may not be represented with a Board seat. For example, public libraries and some community-based organizations may prove invaluable assets to operationalizing aspects of our plan but may not have Board representation. System priorities will be established by the CVWDB while aspects of operationalizing the plan will be delegated to CVWDB subcommittees for oversight and guidance.

The CVWDB will become less "place" bound by the One-Stop center and more embedded in communities across the region to maximize access to many services. One aspect of our plan is to increase engagement of faith-based and community-based organizations to discover where our missions overlap and assess opportunities to collaborate on the delivery of services. For example, a community center may be delivering programs to break families out of poverty, or a community-based organization may be delivering entrepreneurial training; either of these scenarios might provide an opportunity for the CV WDB and another organization to mutually bolster and reinforce the effectiveness of our respective programs.

Given the current lack of awareness across the region relative to the capabilities and impact of our workforce system, coupled with the transformations that this system will undergo through operationalizing this plan, an extensive degree of communications outreach will be necessary. The CVWDB Business Engagement and Outreach staff is dedicated to boosting our region wide visibility, conveying the diverse benefits achieved by our system, and encouraging broader utilization of the system. This work will involve collaboration with CVWDB leadership, front line staff, customers, and system wide partners.

For jobseekers, the returns to be gained may be breaking free of cyclical poverty or advancing one's career by capitalizing on workforce system resources. For example, unemployed, underemployed, future workers and/or workers choosing to re-enter the workforce may not realize the abundance of resources at their disposal in our workforce system. Whether it be accessing labor market information to explore in-demand careers, participating in workshops (e.g. behavioral interviewing), enrolling in training programs that lead to gainful employment in growing industries, or directly seeking employment or internships, amongst many other services – these can be smart investments of a jobseeker's time and energy relative to the potential returns to be earned.

Another key undertaking early on in this plan is to articulate the reimagined One-Stop as being less about a centralized brick and mortar facility and more about the span of the workforce system beyond the One-Stop. For example, several services will become virtually accessible from the confines of one's own home, a local community center or a public library. Our job will be to shift perceptions of the workforce system from being place-based and burdensome to access to being mobile, embedded in every community, and easily accessible. Concurrent with this work, the CV WDB will need to develop short- and long-term messaging to achieve brand development and brand recognition that displaces historical perceptions

(e.g. stigma of programs and services for low-skilled workers) among customers and provides a fresh impression that encourages utilization of the workforce system (e.g. opportunities to develop human capital or pursue exciting careers).

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions. [WIOA Sec. 108(b)(3)]

The sector strategy and career pathway work for the CVWDB is supported by the Talent Solutions Standing Committee and will be coordinated by the Business Engagement and Outreach Coordinator. Through the guidance of this committee and the TST, career pathways that meet the region's training and employment needs are developed. The CVWDB is collaborating closely with both secondary and post-secondary schools to build a career pathway system for the region. Central Virginia Community College (CVCC) has agreed to take the lead in partnership with the secondary school systems to develop and build a career pathway system with support from board staff. CVCC has been the state leader within the community college system producing the most industry credentials in Virginia. CVCC has developed a good range of non-credit rapid-train programs for in-demand occupations. These non-credit classes are being articulated with credit classes to promote stackable credentials. CVCC and employer-based apprenticeships will provide the foundation and future focus for credential attainment to meet the region's workforce needs. The CV WDB has worked with Leadership Lynchburg to develop an initial set of web-based videos that highlight three of the more important employment sectors. These videos and additional resources will be developed with employer partners and promoted as career pathway tools. Career Coaches through CVCC help promote credential attainment and implement career pathways relevant to the region. With outside funding through GO Virginia a Virtual Career Platform is being developed that will engage middle school through postsecondary career seekers, including WIOA participants. The platform will also have resources for career navigators, educators and parents to support career path decisions. The virtual platform is expected to have the following elements:

1. Career Engagement – the platform must consist of the following:

- A. Training modules that should increase learner engagement and motivation
- B. The ability for users to search job openings
- C. Landing page customized to the Central Virginia LWDA
- D. Community space, blog or forum
- E. Modules for the exploration of career pathways available in the Central Virginia LWDA
- F. The ability to house training courses, modules, multimedia content including videos, and webinars that are created and customized by the workforce board, businesses, and partner organizations.
- G. Career exploration tools including job and personality assessments from CAREERONESTOP.ORG
- H. Available content should apply to general job seekers, but also include content specific to youth, adults, and military veterans
- I. An online orientation
- J. Integration of video conferencing for virtual connection and/or online services for group presentations
- K. A module to feature internships and paid work experiences
- L. Customizable reports that provide data on customer usage

2. Case Management – the platform must consist of the following:
 - A. Employer, Educator and Career Seeker portals
 - B. Ability for Employers to review resumes and contact prospective users
 - C. Ability for School and Workforce staff to support and monitor student job shadowing, internships, work experiences and employment.
 - C. Document management including customizable forms and the ability to download/manage/track/upload forms
 - D. Ability to track participant data including the following: username, time spent on platform, and modules accessed.
 - E. Customizable reporting tools
 - F. Ability to host virtual job fairs and capture results from employers and job seekers utilizing video conferencing functionality
3. Provider Services– the platform must consist of the following:
 - A. User training should be available
 - B. Marketing materials, desk guides on how to use components within virtual platform
 - C. Service level guarantees and availability/response/resolution expectations for system support
 - D. Should include data integrations
 - E. Security protocols in place to ensure personal identifiable data for participants is safe from theft and abuse. Adherence to all local, state, and federal data security standards required
 - F. This tool will be accessible to the public online and will be mobile friendly
 - G. Ongoing customization based on workforce board requests to enhance virtual services within the region
 - H. Integration of virtual services platform with existing Virginia Career Works – Central Region website

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

The CVWDB partner organizations are making very good progress on co-enrollment. Co-enrollments currently occur with WIOA Title I youth, DARS, Job Corp and Adult Ed. Many participants pursue training at the community college which has also been a very collaborative partner. The CVWDB is developing a very collaborative approach to service delivery through co-enrollment.

4.4 Describe one-stop delivery system in the local area, including:

- A. The local board's efforts to ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]***

Executing this plan introduces significant changes at multiple levels of our region's workforce system. The breadth of partners, new programs and the changes in the structure of our service delivery alone requires ongoing learning and adaptation for CVWDB staff and our One-stop partners' staff. In recognition of these needs, all CVWDB and One-Stop staff will participate in monthly partner training to create awareness of all programs and services. New partner and new staff will have a special orientation to provide a clear understanding of our vision and mission, the mission of our partners, the points of alignment and overlap between organizations, and the effects of this overlap in our everyday operations.

This plan reinvigorates our commitment to improve customer service and satisfaction. CVWDB leadership and all staff will complete ongoing professional development to become familiar with, and proficient practicing continuous quality improvement (CQI). These practices will become central to developing a professional environment that embraces transparency, accountability and customer satisfaction at all levels of engagement, both internal and external.

B. How the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]

The CVWDB has access points across the region to deliver services that reduce the burden of travel to the One-Stop. For example, public libraries or community-based organizations have been serving as One-Stop access points, equipped with dedicated workstations where jobseekers can determine their eligibility to enroll in programs, complete virtual learning modules, participate in workshops, and research career options, amongst other things. Relationships have been developed with all public libraries throughout the region which creates entry points to workforce development services via electronic and physical meetings. The libraries create an additional 15 locations near population centers in every county and the City of Lynchburg for citizens to access the public workforce system. This access is especially useful for job seekers with transportation barriers or time constraints. Partners such as these will effectively expand our reach and increase participation in the workforce system. As new technologies such as virtual appointments are integrated into our service delivery model, adequate training to promote proficient utilization of these technologies will be a component of all efforts.

C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

D. Describe the roles and resource contributions of the one-stop partners. [WIOA Sec. 108(b)(6)(D)]

WIOA has named a category of partners who are considered “mandated” partners to be a part of the hands-on delivery of services. In the CVWDA, services delivered by the partners may include career services or training services. The following programs are named in the WIOA as mandated partners who will deliver services onsite or be available for offsite services through referral:

- WIOA Title I Adult, Dislocated Worker, Youth and One Stop Operator role are coordinated by HumanKind
- Adult Education and Literacy Act programs administered by the Department of Education (DoED): Adult and Career Education of Central Virginia
- Wagner-Peyser Act employment services administered by DOL: Virginia Employment Commission
- Rehabilitation Act Title I Programs administered by DoED: Virginia Department of Aging and Rehabilitative Services.
- SCSEP- Goodwill Industries of the Valleys

- Perkins Act-Central Virginia Community College
- Job Corp-Old Dominion Job Corp
- TANF/SNAP-Local Departments of Social Services

The CVWDB One Stop leadership team is facilitated by the One Stop Operator and has representatives from all participating One Stop partners. The goal of the partners is to function as a united, combined effort to pool all resources through the Workforce System to meet the goals of workforce and economic development throughout the region as well as meeting the needs of individual workers and job seekers. This arrangement achieves the goal of providing universal access at the one-stop location and through access points throughout the region. The One Stop Operator, HumanKind, will be responsible for outreach and coordinating services between the comprehensive One Stop Center, all access points and organizations throughout the region such as libraries, departments of social services and community centers. All partners have at least a physical or virtual presence at the One Stop center. Contributions to the system are described in the MOU and Cost Infrastructure Agreement.

Collaboration is a key operating principle of the CV Workforce System. All stakeholders in the regional workforce system are invited to serve on either the full workforce board or standing committees facilitated by board members. The CVWDB has been fortunate to experience good engagement from board members and stakeholders within the region. The CVWDB supports and participates in the Bridges Out of Poverty initiative that engages all relevant stakeholders including the justice system, healthcare system, workforce system, many community organizations and employers. The workforce model developed through Bridges Out of Poverty encourages collaboration as well as resource sharing for staff and programs that address both life and work skills. Through shared funding for positions with local departments of social services, schools and other community partners, the CVWDB has additional resources and better communications, referrals and working relationships with stakeholders (Blue Ridge Reentry Council -ex offenders, Regional Area Network for Employment-individuals with disabilities, faith-based groups- mentoring and supportive services) serving individuals with barriers to employment.

E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]

All staff have completed training on transitioning to electronic records management and started entering customer information electronically 12-1-20

F. Describe the services provided by each partner mandated by federal and state law, and other optional partners.

G. Identify the Virginia Workforce Center Operator for each site in the local area.

Humankind serves as the One Stop Operator for VCWCR with one comprehensive center located at: 3125 Odd Fellows Road Lynchburg VA 24501

H. Identify the physical locations of each comprehensive Virginia Workforce Center in the local area, and the co-location strategy for each center (current and planned).

Physical Location: 3125 Odd Fellows Road Lynchburg VA 24501

I. If applicable, identify the locations of Virginia Workforce Network affiliated sites, partner sites, or specialized centers.

Participating Libraries Access and Information Points

- Amherst Library- 382 South Main Street, Amherst
- Madison Heights Library – 200 River James Shopping Center, Madison Heights
- J Robert Jamerson Memorial Library- 157 Main Street, Appomattox
- Patrick Henry Memorial Library- Lynchburg Ave., Brookneal
- Timbrook Library, 18891 Leesville Road, Lynchburg
- Bedford Central Library– 321 N. Bridge Street, Bedford

4.5 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]:

See attached Policy Attachment B

4.6 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]

N/A-Not utilized

4.7 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

The Board's Administrative Staff have responsibility for determining demand occupations based on high demand occupations identified in the local plan and entering approved training providers into the state's eligible training provider list (ETPL). Admin staff also ensure data is gathered on EO accessibility and provider performance to make subsequent provider eligibility determinations. The importance of this strategy cannot be understated in that it sets the stage for the Board to be able to achieve its negotiated end of program year WIOA Performance Measures

4.8 Describe how rapid response activities are coordinated and carried out in the local area. [WIOA Sec. 108(b)(8)]

The CVWDB and regional Rapid Response team will engage in direct and deliberate communication on a quarterly basis for the primary purpose of discussing relevant activity in the region for their shared objectives. At minimum, this meeting will involve the CVWDB Executive Director, the CVWDB Business Engagement and Outreach Coordinator, Program Operator for WIOA Title I Dislocated Worker program

and the Central Virginia Rapid Response Coordinator. Other participants as deemed appropriate by either party for that particular month's topic(s) may also preside (e.g. other workforce development agency partners within the network, etc.).

Priority items for addressed follow the format of, but not limited to:

- 1) Review of most Rapid Response activity in the region
 - a) follow-up of Dislocated Workers and response rate, assistance received and progress/outcomes
 - b) successes/businesses' (specific) involvement
- 2) Recent workforce trends/fluctuations (if applicable)
- 3) Health of business/industries
 - a) early indicators/warning signs
 - b) updates
- 4) Outreach needs
- 5) Other/miscellaneous
- 6) Suggested actions

Section 5: Compliance

Please try to answer the questions in Section 5 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Most of the response should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements.

5.1 Describe how the local board meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs.

See attached local monitoring policy

5.2 Describe how the local board conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the local board.

In Section 7 of the Board Bylaws, there is a specific section that addresses Compliance with Sunshine Laws as follows:

"In order to comply with the Sunshine Provisions, the Board, and any of its subcommittees authorized to take official action on behalf of the Board, shall:

1. *Take official action and engage in deliberations only at meetings open to the public. "Official action" includes making recommendations, establishing policy, making decisions, and/or voting on matters of Local Board business. "Deliberations" are discussions of Local Board business necessary in order to reach decisions.*
2. *Ensure that all meetings are held in an accessible location for people with disabilities and that all information is provided in accessible and alternate formats upon request.*
3. *Give public notice of meetings in accordance with applicable state code provisions, including public notice in advance of any special meeting or rescheduled regular meeting. No public notice need be given of an emergency meeting called to deal with a real or potential emergency involving a clear and present danger to life or property.*
4. *Ensure that votes of Local Board members are publicly cast and, in the case of roll call votes, recorded.*
5. *Keep written minutes of all public meetings, including date, time and place of the meeting, members present, the substance of all official actions, a record of roll call votes, and the names of any citizens who appeared and gave testimony."*

5.3 Describe the methods and strategies used to ensure timely expenditure of WIOA funds.

CVWDB staff generate and review monthly financials with attention to expenditure requirement. Quarterly meetings will be held with all with all partners receiving Title 1 WIOA funds to review encumbrances and monitor WIOA spending targets. As a team CVWDB staff and Title I partners evaluate and develop strategies that ensure appropriate and timely expenditures.

5.4 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

The CVWDB follows the procurement policies of the Central Virginia Planning District Commission (See **Attachment C**) and maintains compliance with OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Final Rule Title 2 of the Code of Federal Regulations; 2 CFR 200. WIOA Title I Operators for Adult and Dislocated Worker are competitively procured along with the role of One Stop Operator. An RFP is released in compliance with the Federal Uniform Guidance and the Central Virginia Planning District Commission procurement guidelines. Currently, the CVWDB procures these services for a three-year term that is renewable year to year based on performance. HumanKind currently serves as the One-Stop Operator and program operator for Adult, Youth and Dislocated Worker programs renewable annually through 2023. An RFP review team comprised of business and social service organizations score the proposals and make recommendations to the CVWDB.S

5.5 Identify the entity responsible for the disbursement of grant funds. [WIOA Sec. 108(b)(15)]

The City of Lynchburg has been designated by the CVWD AREA COUNCIL (Council) comprised of the Chief Local Elected Officials, as the grant recipient for the CVWDB Area and is responsible for ensuring compliance with the terms and conditions of the WDA grant.

5.6 Describe the strategy used by the local board to leverage WIOA funds with other federal, state, local, and philanthropic resources.

The CVWDB has secured joint funding and collaboration opportunities in many areas. For example, the CVWDB has shared funding positions with the Bedford County and Campbell County for joint youth positions that will draw supportive services through TANF/VIEW funds and target WIOA Title I funds on training/employment. The shared funded positions allow much better engagement with preferred populations for recruiting and support for better outcomes. The CVWDB served as the grant administrator for a \$300,000.00 Go VA grant for incumbent worker training and career pathway development that also supported VCW-Blue Ridge Region and VCW-New River/Mt. Rogers. This funding allowed support for career expo's and additional work on career pathways for all ages.

5.7 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

PERFORMANCE MEASURE	State	State	State
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	<i>Revised Proposal</i>	<i>Revised Proposal</i>	<i>Revised Proposal</i>
<i>Employment Rate 2nd Quarter After Exit</i>	<i>79.00%</i>	<i>85.00%</i>	<i>72.00%</i>
<i>Median Earnings 2nd Quarter After Exit</i>	<i>\$6,000</i>	<i>\$8,000</i>	<i>\$3,500</i>
<i>Measurable Skill Gains</i>	<i>60.00%</i>	<i>55.00%</i>	<i>55.00%</i>
<i>Employment Rate 4th Quarter After Exit</i>	<i>85.00%</i>	<i>90.00%</i>	<i>62.80%</i>
<i>Credential Attainment Rate</i>	<i>74.00%</i>	<i>70.00%</i>	<i>70.00%</i>

5.8 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)] All WIOA funding is partially based on achieving Department of Labor's performance measures regarding employment and training. The program operator will be responsible for the follow-up and performance measures data for both WIA and WIOA measures and should be prepared to track the data for both sets of measures. The WIOA performance measures are described below:

• Employment - To increase employment, as measured by entry into unsubsidized

employment (2nd quarter after exit);

- Employment Retention - To increase retention in unsubsidized employment six months after entry into employment (4th quarter after exit); and
- Median Earnings - To increase earnings received in unsubsidized employment (median of 2nd quarter wages after exit).
- Credential Rate – To increase credentials or diplomas obtained during or immediately after program exit.
 - Definition: Percentage of participants who obtain a recognized post-secondary credential or diploma during participation or within 1 year after program exit.
- Measurable Skills Gain – To increase the skills obtained through education leading to a credential or employment during the program year.
 - Definition: Percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real- time.

5.9 Provide a description of any replicated cooperative agreements with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)] MOU's exist with Bedford and Campbell schools and local governments to help fund a dedicated youth career navigator for each locality. This position spend time in the respective schools and social services offices to recruit and serve WIOA eligible youth.

5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board

5.11 Describe the process for getting input into the development of the local plan and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan

were received, please include those comments here. [WIOA Sec. 108(d)]

During the months of December through January, outreach to businesses occurred through Chambers of Commerce, Workforce Board member, business contacts and the Society for Human Resource Management. Program operators recruited adult and youth customers. The Central Virginia Planning District Commission convened a special virtual meeting of elected officials and administrators and board staff recruited many community stakeholders for another virtual input session. A series of virtual focus group meetings were facilitated by Strumpf Associates to gather information for a strategic plan that would inform development of the local plan.

5.12 Describe professional staff development strategies, including:

- ***Process used to ensure staff receive continuous training in workforce development practices***
- ***Methods to ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIOA services***
- ***Process to measure staff performance and delivery of high-quality customer service***
- ***Process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Workforce Council Policy 300-06***

The CVWDB supports and encourages an environment of quality and continuous improvement through its service provider network. As part of the commitment, WIOA-paid staff in Central Region can attend workshops, conferences and other short-term certification or training-related events to support WIOA outcome needs. Program Operators are committed to hiring professional, credentialed and passionate staff and provide training on delivering WIOA Title I services. All staff and partners are committed to providing excellent customer service to job seekers and businesses. Staff development is a continual process that includes federal, state, and local policy. Center staff participate in monthly training opportunities that directly relate to their everyday responsibility. All workforce partners and staff can become certified through the Sector Strategies and Career Pathways Academy, an initiative for Virginia workforce professionals to align education and training programs to make it easier for individuals to access and complete pathways for financial independence. Supervisors monitor case note entry, soft exit reports, and new enrollments on a regular basis (weekly/biweekly) and pull reports to ensure no issues arise. Job seekers complete customer service surveys as a measure of staff performance and delivery of high-quality customer service. An employer survey developed and managed by the board staff ensures a high level of service satisfaction and gives employers an opportunity to provide additional feedback on the workforce system.